				REPORT: 741111	
	roved For Release	2008/08/06 : CIA-	RDP78-06213A00 .ON PLAN	0100060004-3	)
. OBJECTIVE NO. DCI	DĎ	OFFICE	DIV		
2.02		01	DIV		25 <b>X</b> <sup>2</sup>
OT TE GOT HE					20,1
OBJECTIVE: IMPL	EMENT BY THE	END OF FY75	A PROGRAM		~~~
PROCE	SS: INTRODUC	TUDY OF THE I	NIEDLIGENCE T FOR THE	, , , , , , , , , , , , , , , , , , ,	<i>)</i>
DISCU	SSION OF IMPO	ORTANT SUBSTA	NTIVE AND	* .	
PROCE	DURAL ISSUES	IN INTELLIGE	NCE.		
FISCAL YEAR :	1975		STATUS	Till Aile /	
EST. MAN YEARS:	2.3		STATUS	JUL-AUG < SEP-OCT <	
	\$45000		STATUS	NOV-DEC	المامر.
TARGET DATE : ACTION OFFICER:	30 JUNE 1975	5	STATUS	JAN-FEB	, <b>-</b>
ACTION OFFICER:	CHIEF 1.1.		STATUS	MAR-APR	)
			STATUS	MAY-JUN	
***	<u> </u>	ILESTONES***	****		)
JUL AUG SE	P OCT NOV	J DEC JAN	FEB MAR	APR MAY JUN	* • * * * * * * *
1. SELECT THE C	HIEF RESEARCH	H & STUDIES P	ROGRAM.		No.
		en konstagnist godina.			
		DEC		•	)
2. REVISE THE M	ILESTONES SUP	PORTING THE	RESEARCH & ST	UDIES PROG.	
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•	OFFIC_OF	TRAINING A	ACTION	PLAN	U				)	
DBJECTIVE NO.	DD	OFFIC 02	E	DI' FT'					Э.	25X1
OBJECTIVE: PROVIDE AN MEO	TRAINING PRO	GRAM FOR	AGENCY	MANAG	ERS DU	RING E	Y 75.		)	
		•							· );	
FISCAL YEAR EST. MAN YEARS EST. DOLLARS TARGET DATE ACTION OFFICER	: \$12500 : 30 JUNE 197	75		STA STA STA STA	TUS TUS TUS TUS	SEP- NOV- JAN- MAR-	-FEB -APR		) )	
m territoria de la companio de la c	****	MTLESTONE	C****	ATS *****		-YAM	-JUN	Art <b>190</b> ਵਰ <b>ਤ</b> ਾ ਹਨ ਹੈ। , ਜ ਹਨ ਸ	C	
		DEC DEC	JAN		MAR	APR	YAM	JUN	O	
1. SELECT AND	CLEAR AN MBO		Т.			•			O	
2. CONDUCT A PI	ROBLEM SOLVIN	JAN IG SEMINAR	TO ID	ENTIFY	DCI H	XPECTA	TIONS;		O	
									•	
DIRECTORATE MBG	O PRACTICES P	AND TO IDE	NTIFY	TRAINI	NG NEI	EDS.				
				FEB					)	
3. ANALYZE RES	ULTS OF SEMEN	VAR.							ા	
					MAR				)	
4. DESIGN IF R	EQUIRED NEW N	MBO TRAINI	NG IN	RESPON	SE TO	NEEDS	SURFAC	CED	)	
	•							.•	<b>.</b>	
IN MILESTONES	#2 & #3.	ရေးသောက်သည် ကို ရေးကျိုးရှိသည်။ မောက်သည် သည် ကို ရေးကြို့ရှိသည်။	امان مان امان امان د	د مدي څخ لا موران		* * * * * * * • • • • • • • • • • • • •	and a department of			
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5. CONDUCT RES	ULTANT MEO TI	RAINING PR	OGRAM.						)	
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	OFFIC OF TR	AINING ACTION	PLAN _	,	•
BJECTIVE NO. DCI	DD	OFFICE	DIV		
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	LETE BY THE EN R CURRICULUM A EEDED CHANGES	ND PREPARE RE	E SYSTEMATIC	C REVIEW NS	•
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FISCAL YEAR :	1975		STATUS	JUL-AUG =	
EST. MAN YEARS: EST. DOLLARS:			STATUS SUTATS	SEP-OCT = NOV-DEC	· • • • • • • • • • • • • • • • • • • •
	JUNE 1975		SUTATS SUTATS SUTATS	JAN-FEB MAR-APR MAY-JUN	(
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JUL AUG SE	P OCT NOV	DEC JAN	FEB MAR	APR	JUN NUL
1. COMPLETE REV	TUN OF 50% OF	OWD WOATNING	PROGRAMS		)
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2. COMPLETE REV	TIEW OF 100% O	F OTR TRAINING	G PROCRAMS.		10
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TILLESCH TITT	OFFICE_F TF	RAINING ACTIO	ON PLAN		)
BJECTIVE NO. DCI	DD	OFFICE 04	DIV PDS		)
		<b>EVALUATIONS</b>	ON ALL COURSE		7
	•				<b>)</b>
EST. MAN YEARS: EST. DOLLARS:	\$15000 MAY 1975		STATUS STATUS STATUS STATUS STATUS	JUL-AUG = SEP-OCT = NOV-DEC JAN-FEB MAR-APR	) )
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*** Jul Aug sei	**************************************			APR MAY JUN	0
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1. BRIEF INSTRUC	CTORS ON REVIS	SED COST MOD	EL SHEETS		
JUL				•	)
2. COLLECT COST	MODEL SHEETS	ON ALL OTR	COURSES	•	<b>O</b>
a, colliner coor		DEC			•
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3. COMPLETE COS	T EVALUATION (	OF ALL TRAIN	ING ACTIVITIES	3	
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	OFFIC_OF TR	RAINING ACTIO	N PLAN	•	3
ØBJECŤIVE NC. DCI	DD	OFFICE 05	DIV PDS		)
OBJECTIVE: EST	TABLISH A MEDIA	CENTER IN HE	EADQUARTERS E	BUILDING BY TH	HE FND
THE THE	FY 75 TO PROVIDE UNIVERSITY OF M LANGUAGE LAPORA ATED PROGRAMS	MARYLAND INST	PRUCTIONAL TV	NETWORK PROC	m Frams;
FISCAL YEAR	: 1975		STATUS	JUL-AUG =	<i>3</i> <b>)</b>
EST. MAN YEARS EST. DOLLARS TARGET DATE ACTION OFFICEI	: 6000 : JUN 1975		STATUS STATUS STATUS STATUS	SEP-OCT + NOV-DEC JAN-FEB MAR-APR	•
ACTION OFFICE	K, CHILL IDO		STATUS	MAY-JUN	<b>o</b>
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JUL AUG S	SEP OCT NOV	DEC JAN	FEB MAR	APR MAY	AUU O
1. SECURE DD/	M&S APPROVAL.			en gran i de la seu en la companya de la companya d	
JUL				•	0
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2. COMMO SECUI	RITY APPROVAL OF	F ELECTRONIC	INSTALLATION	I •	
JUL					)
					*****
3. SUBJECT TO	APPROVAL & SPAC	CE; DEVELOP E	FLOOR PLAN &	ORDER EQUIPME	ent.
\$	SEP			•	<b>;</b> )
4. PUBLICIZE	UNIVERSITY OF MA	ARYLAND PROGE	RAM.		
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*					•
5. SELECT TEC	HNICIAN/LAB SUPI	ERVISOR.		•	
	SEP				()
C. Director	and the second s	grant to the second	e i se similar i e i e i e i e i e	g roman protegy of history	ada in atrada a j <b>a</b>
6. PUBLICIZE	CENTER.		·		
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7. FULLY OPER	ATIONAL.				
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OBJEČTIVE NO. DCI	DD	OFFICE 06	TIC		7)	25 <b>X</b> 1
	FOR FILLING L	ANGUAGE DESIGN	OUTSE THEM OF	ADDITIONAL	)	
CVTT.1	JAGE QUALIFIED LS NEEDED TO B ASIS ON DDO FI	E ACCULRED IN	ROUGH RECRUIT	MENT/TRAINING;	( )	
EST. MAN YEARS	: 1975 : 1.2	i e e	STATUS STATUS STATUS	JUL-AUG = SEP-OCT = NOV-DEC	()	
EST. DOLLARS TARGET DATE ACTION OFFICER	: 17000 : 31 DEC 1974 : CHIEF LLC		STATUS STATUS STATUS	JAN-FEB MAR-APR MAY-JUN	0	
	*****************	IILESTONES****  DEC JAN		APR MAY JUN	<b>C</b> 22	
JUI, AUG S	EP OCI NO				)	
1. COMPLETE S	TUDY OF	CHINESE S	KILLS		9	25 <b>X</b> 1
2. COMPLETE S	TUD		· · · · · · · · · · · · · · · · · · ·		•	25X1
AUG					)	
3. COMPLETE	STUDY OF VIETN	AMESE THAI LAC	SKILLS			
AUG			- TANK CIVITA C	•	0	
•	STUDY OF PORTU SEP	GUESE AND ITA	LIAN SKILLS		O,	
5. COMPLETE	STUDY OF GERM	AN SKILLS			()	
	OCT				()	
6. COMPLETE	STUDY OF FREN	CH SKILLS		erare representation de la companya de la companya La companya de la co	)	-
		OV			, . · •)	<b>)</b>
7. COMPLETE	STUDY OF SPAN	ISH SKILLS DEC			)	)
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AD THE COUTTY IN SICE	OFFIC OF TR	AINING ACTIO	N PLAN	•		
OBJECTIVE NO. DCI	DD	OFFICE 07	DIV PDS		)	25X1
						25 <b>X</b> I
OBJECTIVE: BY E	TA RESULTING I	N ESTABLISHM	ENT OF A DATA	BASE	. )	
FOR TO MAINT	ABULATING TREN AINING HISTORY	; AND REPORT	ING CURRENT S	TATUS.	$ \epsilon $	
FISCAL YEAR :			STATUS	JUL-AUG =	<b>.</b>	
	15000		STATUS STATUS	SEP-OCT < NOV-DEC		
TARGET DATE : ACTION OFFICER:	30 APRIL 1975 CHIEF PDS		SUTATS SUTATS SUTATS	JAN-FEB MAR-APR MAY-JUN	.)	
	W W W W W W AC AC AC AC AC AC AC	TOMONTO SSSS	****		<b>)</b>	
JUL AUG SE	**************************************			APR MAY JUN	1 · · · · · · · · · · · · · · · · · · ·	
001 700 011					0	
1. IDENTIFY MA	JOR OUTPUTS		and the second s			
JUL		·		•	<b>O</b>	
001					-	
2. IDENTIFY DA	ATA SOURCES				C	
SI	EP				)	
					-	
3. DEVELOP PRE	ELIMINARY DESIG	3N			C	
	OCT					
				DDTAD TENTE C	()	
4. IDENTIFY DE	ESIGN MODULES;	ESTABLISH IMI	PLEMENTATION	PRIORITIES		
	NOA			•	<b>()</b>	
					$\sim$	
5. STATE COMP	UTER PROCESSIN	G REQUESTS TO	OOJCS	•		
		DEC			اد	
	and the second s	and the second of the second o	and a second control of the control	en e		
6. COMPLETE F	INAL DESIGN FO	R PRIORITY MO	ODULES		)	
		JAN				
					. )	
7. CONDUCT AC	CEPTANCE TESTS					
			MAR		<i>)</i>	
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IMPLEMENT SYSTEMS

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OBJEÇTIVE NO. DCI	DD	OFFICE 08	DIV SRS		)
OUTPUI	HE END OF FY 19 ING RECORD (ATE ; AND PRESENT RSIVE TO REQUIR	R); TIME FRA DESIGN; TO	MES FOR INPU	UT/	)
EST. MAN YEARS: EST. DOLLARS:	1976 .20 3800 30 DEC 1975		STATUS STATUS STATUS STATUS	JUL-AUG = SEP-OCT = NOV-DEC JAN-FEB	.)
ACTION OFFICER:			STATUS STATUS	MAR-APR MAY-JUN	)
	TIM******		****		O
JUL AUG SEI	OCT NOV	DEC JAN	FEB MAR	APR MAY JUN	
1. REVIEW ATR PR	ROGRAMMING WITE	H OJCS PERSO	ONNEL.		C
SEF	•				С
2. REVIEW OF PRE	ESENT CODING PR	ROCEDURES WI	THIN RG.		0
	OCJ.				)
3. REVIEW COMPON		NPUT WITH V	JIEW TOWARDS	DECENTRALIZATION	.)
4. REVIEW COURSE	ES RETAINED IN	MEMORY: REC	COMMEND ADDIT	TIONS/DELETIONS.	)
	NOV			•	С
5. REVIEW:a) 7-Y	YEAR CUT-OFF; b)	3-DAY DURA	TION INPUT;	c) FEASIBILTY	ð
OF CODING SELECT	TED EXTERNAL TR	RAINING PRIC	OR TO ACTUAL	COMPLETION.	
a&c	ъ				
6. DETERMINE PRE	ESENT ATR REACT	TION TIME TO	CUSTOMER RE	QUIREMENTS.	
7. WORK TOARDS D	DIRECT DATA INF	PUT TO OJCS	VIA ISTE TER	RMINALS.	•
					)

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	DATE OF REPORT: /41111	
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OFFICE OF TRAINING ACTION	ON PLAN	
OBJECTIVE NO.  DCI  DD  OFFICE	DIV	9
09	PDS	<b>9</b>
OBJECTIVE: BY END OF CY 1974 CONDUCT A T	HOROUGH REVIEW OF OTR	
PROFESSIONAL COMPETENCE AND DE	CVISE A LONG RANGE PLAN	C
FOR ENSURING THAT OTR DEVELOPS	AND REPLACES OR MAINTAINS	, see
CONTINUITY OF ITS PROFESSIONAL	, PERSONNEL REQUIREMENTS	0
•	W. 110	÷ ;
FISCAL YEAR : 1975	STATUS JUL-AUG = STATUS SEP-OCT =	9
EST. MAN YEARS: .25 EST. DOLLARS : \$8000	STATUS NOV-DEC	
TARGET DATE : 31 DEC 1974	STATUS JAN-FEB STATUS MAR-APR	
ACTION OFFICER: CHIEF PDS	STATUS MAR-APR STATUS MAY-JUN	
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JUL AUG SEP OCT NOV DEC JAN	Y FED MAK AIR MAI	
1. DEVELOP LIST OF REQUIRED DATA.		
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		-
2. COMPILATION OF DATA COMPLETED BY PB/	I'R.	O
S. COMITINATION OF PHARM OWNERS		
AUG		
		:
3. PRELIMINARY RECOMMENDATIONS DISCUSSES	D W: C/SRS; DTR AND DDTR.	
OCT		•
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4. RECOMMENDATIONS TO DTR.	•	
4. RECOMMENDATIONS TO DIK.		/***
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DBJECTIVE NO.	OFFIC OF IN	MINING MCIIO	W I DESIV			
DCI	DD	OFFICE 11	DIV PDS/	•		
		f i	PD5/			, s
OBJECTIVE: EY 1		5 CONDUCT A	STUDY OF THE	COST		) s
OF MA	INTAINING THE					
					•	)
	•					
FISCAL YEAR :			STATUS	JUL-AUG =		
EST. MAN YEARS: EST. DOLLARS	25 . \$7000		STATUS STATUS	SEP-OCT = NOV-DEC		)
	30 JUNE 1975		STATUS	JAN-FER		
ACTION OFFICER:	CHIEF PDS		STATUS	MAR-APR		- )
			STATUS	MAY-JUN		
	I W******					)
JUL AUG SI	P OCT NOV	DEC JAN	FEB MAR	APR MAY	JUN	
						)
1. COMPLETE THE	COLLECTION OF	COST DATA F	OR SERVI	CES.		S
		DEC		•		()
2. DEVELOP ESTI	MATES OF COST	OF CONDUCTIN	G TRAINING A	T HOS.		0
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		DEC				$\mathbf{O}^{1}$
						* .pp
3. EVALUATE DTS	CONTRACT POSI	TIONS WITH T	THE OFFICE OF	PERSONNEL.		0
				YAM		
						<b>(*)</b>
4. COMPLETE THE	COST STUD	١٧		1.		• • •
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				rarajangén aga	grade car	) ) (()
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DBJEQTIVE NO.	OFFIC OF T	RAINING ACTION	PLAN _	·		<b>()</b> :
DCI DCI	DD	OFFICE 12	DIV FTD			0
COURS	NANCE DEVELOP	75 IN CONJUNCT TUTORIAL SERV TION IN FINANC	ICES AND NOF	RMAL		0
						0
	1.2 \$30000 15 DEC.		STATUS STATUS STATUS STATUS STATUS STATUS	JUL-AUG = SEP-OCT = NOV-DEC JAN-FEB MAR-APR MAY-JUN		0
*** -JUL - AUG SE		ILESTONES****		ADR MAV	TIIN	0
1. DEVELOP PROG		r	ILD	A. P.	OOK	О
AUG	KIM CONCINT	and binocions,		•		0
2. DEVELOP COUR	SE DETAILS.			<b>:</b> •		0
SE	P					0
3. PILOT RUNNIN		OF FINANCIAL MA	NAGEMENT.			0
4. PILOT RUNNIN		TALS OF BUDGET	TING.			0
	OCT		· <b>-</b> - · · ·			O
5. PILOT RUNNIN	G OF ACCOUNT:	ING CONTROL.				0
,	NO.	J				0
6. PILOT RUNNIN	G OF APLIED I		GEMENT.	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		·····
		DEC				· ()
7. EVALUATION G	F PILOT RUNN		ROGRAM.			* :
·		DEC				
8. PUBLICIZE OF	r's FINANCIA	L TUTORIAL CAPA	ABILITY.			Ž
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DATE OF REPORT: 741111 Approved For Release 2008/08/06: CIA-RDP78-06213A000100060004-3 7 OFFIC OF TRAINING ACTION PLAN 🐔 OBJECTIVE NO. DCI DDOFFICE DIV 13 II OBJECTIVE: BY THE END OF FY 75 DEVELOP AND RUN A NEW COURSE FOR DEPENDENTS OF NEW EMPLOYEES ENTITLED DEPENDENTS ORIENTATION' 0 FISCAL YEAR : 1975 STATUS JUL-AUG EST. MAN YEARS: .1 MAN-YEARS STATUS SEP-OCT EST. DOLLARS STATUS NOV-DEC : 30 JUN 75 TARGET DATE STATUS JAN-FEB ACTION OFFICER: CHIEF II  $\bigcirc$ STATUS MAR-APR STATUS MAY-JUN ) JUL AUG SEP OCJ. NOV DEC JAN FEB MAR APR MAY JUN 0 1. DEVELOP A COURSE MODEL. 0 JAN 2. HOLD A FIRST TRIAL RUNNING. MAR 0 3. STUDY COMMENTS FROM 1ST RUNNING & REVISE COURSE MODEL AS NECESSARY. 0 APR () 4. CONDUCT A SECOND TRIAL RUNNING. • MAY 5. EVALUATE RESULTS; PREPARE RECOMMENDATION FOR DDA FOR COURSE CONTINUANC JUN 

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•	-	AINING ACTIO			9
BJECTIVE NO. DCI	DD	OFFICE 04	DIV PDS		<sup>2</sup> 25
	G THE OTR COUR PREPARE COST R UNITS BY THE	EVALUATIONS	ON ALL COURS		9
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ST. MAN YEARS: ST. DOLLARS :	\$15000		STATUS STATUS STATUS	JUL-AUG = SEP-OCT = NOV-DEC	(3)
ARGET DATE : CTION OFFICER:		•	STATUS STATUS STATUS	JAN-FEB MAR-APR MAY-JUN	(1)
*** JUL AUG SE	F OCT NOV		FEB MAR	APR MAY JUN	Ø
. BRIEF INSTRU	CTORS ON REVIS	, JUDN PROD GER	T. SHEFTS	eta Sa	(9)
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. COLLECT COST	MODEL SHEETS	ON ALL OTR C	COURSES		傍
		DEC :			0
. COMPLETE COS	T PVALUATION (	OF ALL TRAINI	NG ACTIVITIE	s	<b>()</b>
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OFFIC F	se 2008/08/06 : CIA-RD TRAINING ACTION	P78-06213A0001	100060004-3	9
DCI DD	OFFICE 02	DIV FTD	•	25)
OBJECTIVE: FROVIDE AN MEO TRAINING PRO	OGRAM FOR AGENCY	MANAGERS DU	JRING FY 75.	0
				0
FISCAL YEAR : 1975 EST. MAN YEARS: .5 EST. DOLLARS : \$12500 TARGET DATE : 30 JUNE 19 ACTION OFFICER: CHIEF FTD	75	STATUS STATUS STATUS STATUS STATUS STATUS STATUS	JUL-AUC < SEP-OCT = NOV-DEC JAN-FEB MAR-APR MAY-JUN	9
•	*MILESTONES*****  OV DEC JAN,	********* FEB MAR	APR MAY JUN	0
1. SELECT AND CLEAR AN MBO	CONSULTANT.			()
	JAN>		•	<b>V.</b>
CONDUCT A PROBLEM SOLVI	NG SEMINAR TO ID	ENTIFY DCI H	EXPECTATIONS;	0
				( )
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OBJECTIVE: IMPLEMENT BY THE END OF FY75 A PROOF RESEARCH AND STUDY OF THE INTEL PROCESS; INTRODUCE A NEW FORMAT FOR	LIGENCE R THE		0
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DATE OF REPORT: 741111 Approved For Release 2008/08/06: CIA-RDP78-06213A000100060004-3 1) OFFICE OF TRAINING ACTION PLAN CBJECTIVE NO. OFFICE DIV DCI DD FID 12 OBJECTIVE: BY THE END OF FY 75 IN CONJUNCTION WITH THE OFFICE OF FINANCE DEVELOP TUTORIAL SERVICES AND NORMAL COURSES OF INSTRUCTION IN FINANCE MANAGEMENT IMPROVEMENT JUL-AUG = FISCAL YEAR : 1975 STATUS SEP-OCT = EST. MAN YEARS: 1.2 STATUS STATUS NOV-DEC EST. DOLLARS : \$30000 TARGET DATE : 15 DEC. STATUS JAN-FEB MAR-APR STATUS ACTION OFFICER: CHIEF FTD STATUS MUL-YAM JUL 'AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN . 1. DEVELOP PROGRAM CONCEPT AND STRUCTURE. AUG 2. DEVELOP COURSE DETAILS. SEP 3. PILOT RUNNING OF SURVEY OF FINANCIAL MANAGEMENT. SEP 4. PILOT RUNNING OF FUNDAMENTALS OF BUDGETING. will meet with yale & O.F. segarately (11:15) OCT 5. PILOT RUNNING OF ACCOUNTING CONTROL. NOV PILOT RUNNING OF APLIED FINANCIAL MANAGEMENT. DEC • ) 7. EVALUATION OF PILOT RUNNING OF TOTAL PROGRAM.

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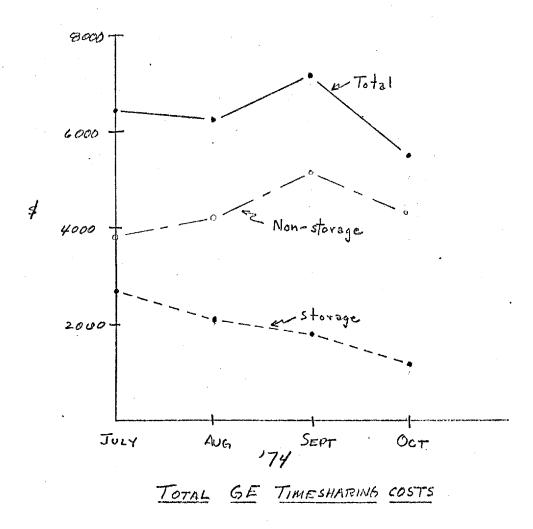
8. PUBLICIZE OTR'S FINANCIAL TUTORIAL CAPABILITY.

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#### **AGENDA**

Management Conference - Office of Training 3 July 1974 - 1000

1. Summary review of accomplishments toward achieving FY 1974 objectives:

### FY 1974 objectives completed

Obj l	Provide training that provided in	support FY 1973	equivalent to at with a reduction	least in
	staff resources.			

Examine the training activities of OTR on the Obj 2 basis of cost effectiveness.

Increase professional and substantive expertise Obj 3 and balance of the professional staff of OTR yet within a 5% reduction in personnel. All FY 74 milestones were met; the

objective carries on into FY 75.

Updated Info Science training curriculum. Obj 5

Better prepare officers at all career levels Obj 6 to assume supervisory and managerial responsibilities.

Develop a program performance evaluation system Obj 8 to be operative in FY 75.

### FY 1974 objectives - final FY 74 milestones slipping into FY 75

Reduce OTR's personnel and space by 5% in FY 75. - Obj 4 Milestone 12 - update survey of current and projected space requirements. Planned completion date of 30 June 74 - OTR Space Committee still

working on this issue. Beginning in FY 74, to be operative in FY 75,  $\sqrt{-0bj}$  7 support the Agency's effort toward systematic career development of its employees (a) by assisting heads of major components in developing prototype training profiles, and (b) by developing an information system, using OTR's computerized training records as a base. Part (a) - carried over into FY 75 as a new DD

level objective B57506. Part (b) - MAP priorities preclude meeting the milestones in FY 74 - effort to be carried into FY 75.

# Administrative - Internal Use Only

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-2-

- 2. Summary of Office level objectives accomplishments in FY 74.
- 3. Issues raised by OTR
  - a. Three DD level FY 75 objectives OTR proposed to drop:

Diff.

- Complete by the end of CY 74 Training Profiles  $\nu$  for major career paths in each Directorate.

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In FY 75 and FY 76 develop courses with other Offices of the Agency in areas other than Finance where feasible and where there is a need. OTR notes that manpower constraints will preclude their achieving this objective.

- Metric system - planning for training of Agency employees if legislation is passed in FY 75/76.

Action

b.

Issues related to accomplishment of objectives OTR would like to discuss:

- .. Military Intelligence Community training
- .. COINS training
- .. Analyst training
- .. Reporting procedures on Word Processing Center at OTR.

Action

- 4. Other items D/Training would like to raise with the DD/M&S:
  - a. Information Science for training executives.
  - b. Results of CT study in SB Division.
  - c. Preliminary results of PSS study of Language Aptitude measures.
  - d. Board of Visitors and Overseers.

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DD/M&S 74-1551 13 MAY 1974

MEMORANDUM FOR:

Director of Communications

Director of Finance Director of Joint Computer Support

Director of Logistics

Director of Medical Services Director of Personnel

Director of Security Director of Training

Chief, ISAS

Chief, CIA Historical Staff

SUBJECT

Management Conference - FY 1975

REFERENCE

DD/M&S Administrative Instruction No. 73-17

dated 13 July 1973

- After considering alternative suggestions, I have decided to schedule quarterly management conferences to review objectives during FY 1975. The instructions contained in Reference for submission of pre-conference materials will continue to apply as they have during FY 1974.
- 2. While conferences during FY 1975 will focus primarily on DCI and Deputy Director level objectives and related action plans, there may be occasions when it would be useful to review and discuss the status of your Office level objectives. With that in mind, and as a matter of general information and interest, you are requested to submit a list of your FY 1975 and FY 1976 Office level objectives by 1 June 1974. Action plans for Office level objectives need not be submitted unless or until one or more of them is placed on the agenda for discussion at a quarterly conference. Office level objectives should be scheduled for review whenever there is a problem having inter-Office or inter-Directorate implications which you think I should know about or be able to assist with resolving.

E2 IMPDET

- 3. Attached are the agreed upon DCI and Deputy Director level objectives you are responsible for achieving and reporting on during the FY 1975 conferences. Copies of DCI and DD level objectives for all other Offices of the Directorate are also attached for your information.
- 4. The DD/M&S Plans Staff will transmit to and discuss with your Planning Officers procedural aspects including: FY 1975 management conference schedule; explanation of the objectives numbering system; and my preferred action plan/milestone chart format for reporting purposes.

/s/ Harold L. Dro...\_a

HAROLD L. BROWNMAN
Deputy Director
for
Management and Services

Atts.

CONFIDENT

Attachment to DD/M&S 74-1551

Mary DCI

Office of Training FY 1975/76 Objectives

DCI Level

Develop during FY 1975, for the major services perform 25X1 by Training, systems to provide an efficient costing methodology applicable to users of such services. (The goal is to make users aware of what services cost, not to have them actually budget for the services.)

With the Office of the Comptroller, by the end of FY 1974 develop a program and by the end of FY 1975 orient in depth all Agency Operating Officials and their key line managers in MBO as applied by the Agency -- allowing for Directorate variance in use of MBO.

Develop by 30 June 1975 a curriculum of accounting, budgeting and financial management courses tailored to Agency requirements (e.g., a key executives Budget Management Seminar) with initial offerings to be made in the first quarter of FY 1976. (Joint with OF)

#### Deputy Director Level

Implement by the end of CY 74 a program of research an 25X1 study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.

Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes.

Establish a Media Center in the Headquarters building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program the University of Maryland Instructional Television Network program, the Language Laboratory, and OJCS Self-Study program, and related programs.

As part of the Language Development Program, analyze operating component needs to fill language designated positions with qualified personnel with particular emphasis on DO overseas positions during FY 1975.

CONFIGURIAL E2 IMPDET

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By the end of FY 75, establish a systematic plan for 25X1 collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.

Complete by the end of CY 74 training profiles for the major career paths in each Directorate.

Beginning in FY 75, select about 38 CT's (total of 75 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.

By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the PMCD/OP to aid in evaluating staff and contract positions.)

In FY 75 and FY 76 develop courses with other Offices of the Agency, in areas other than Finance, where feasible and where there is a need (e.g., with OER).

Should the Congress so act in FY 1975, develop plans for training needed by Agency employees to ease the conversion to the metric system. Within six months after Congress inacts such legislation begin implementing the plans.

Examine the training activities of CTR on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.

By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.

Redesign the Agency Training Board by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required. (Joint with OJCS)

25X1

## OTR LEVEL OBJECTIVES

FY 75-76 INNOVATION Implement by the end of CY 74 a program of research and study of STRATEGY the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelli-Provide, with the Office of the Comptroller, a training program 4 DEVELOPMENT on MBO for Agency managers during FY 75. INNOVATION Complete by the end of FY 75 the systematic review of OTR's cur-EVALUATION riculum and prepare recommendations for needed changes. Examine the training activities of the Office of Training on the EVALUATION basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76. Establish a Media Center in the Headquarters Building by the end INNOVATION of FY 75, contingent upon the acquiring of space, to provide IMPACT facilities for the Self-Study Program, the University of Maryland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related programs. EVALUATION As part of the Language Development Program, analyze operating INNOVATION components' efforts to fill language designated positions with qualified personnel, with particular emphasis on DO overseas field positions during FY 1975. By the end of FY 75, establish a systematic plan for collection of COVERAGE data, resulting in the establishment of a data base for tabulating FORECASTING trends, calculating requirements, maintaining history, and reporting on current status. 8. Recesign the Agency Training Record by December 1975 to: collect COVERAGE relevant course data for a statistical data base, assist the FORECASTING EVALUATION registration process, and provide reports as required. ORGANIZATIONAL By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long-range plan for ensuring that DEVELOPMENT OTR develops, replaces, or maintains continuity of its professional personnel requirements. Complete by the end of CY 74 training profiles for the major career COVERAGE 10. FORECASTING paths in each Directorate. Beginning in FY 75 select 45 CTs (total of 90 annually) twice a ORGANIZATIONAL 11. year from a maximum of 65 applicant files placed in process at any DEVELOPMENT one time. **EVALUATION** By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining 25X1

By the end of FY 75, in conjunction with the Office of Finance,

develop tutorial services and normal courses of instruction in

Finance Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

INNOVATION ORGANI ZATIONAL

DEVELOPMENT

### Carry Over of FY 74 Objectives to FY 75/76

Objective 1	
Student days will be collected as one item in the data base objective -	25 <b>X</b> 1
Objective 2	
	25X1 ∠5X1
A separate objective for a cost effectiveness study of also contributmes to the DCI objective.	25 <b>X</b> 1
Finally the continuation of the language designated positions study in the DDO via Objective	25 <b>X</b> 1
Objective 3	•
Increase professional and substantive expertise  Carries over to the 5% limitation is dropped.	25 <b>X</b> 1
Objective 4	
Reduce personnel and space by 5%. There are unit level objectives related to this. For example, the records reduction objective in SRS. No DD-level objective in FY 75/76.	
Objective 5	
Information science review and revision. All OTR courses will be systematically reviewed in Objective	25 <b>X</b> 1
Objective 6	
Prepare officers at all career levels. No specific follow on. The development of MBO training and Financial Management Training reflect variations of the theme underlying the FY 1974 objective.	25X1 25X1

#### Objective 7

Training profile and information system objective. As noted in the discussion of FY 1974, objectives, three FY 75/76 objectives are follow on efforts.

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### Objective 8

Performance Evaluation. No DD-level objective. Internal OTR objective for the review of the MBO System.

Of the 75/76 objectives, only the Research and Studies objective, the CT recruitment objective and the Media Center objective have no ties to FY 74 objectives.

There is perhaps too heavy an emphasis on management and administrative objectives. This is one of the reasons for the fall review of OTR's MBO System.

225X1 25X1

#### Review of FY 1974 OTR Objectives

	mated with on of 2.34% in staff personne.	th the 25X1
FY 1974 Summary		0574
Courses	542	25X1
Students		25X1

2. Examine the training activities of the Office of Training on the basis of cost-effectiveness.

Student Days

Since activities undertaken in response to this objective did not match the original action plan, we have submitted a revised action plan.

A training cost model was developed and tested. The test resulted in simplification of the model. Data are being collected from each course. Cost data will be available for all OTR course offerings in December 1974.

A Course Data Folder was established. This folder provides a cumulative history of each course. It includes: course objective(s), scope notes, teaching methods, and instructor time.

The activities of the Language Learning Center were reviewed in detail. One result of the LLC review was the transfer of the BAHLT program from the Center to the Off-Campus Program. (The LLC contract ceiling reduction caused a temporary diversion while the impact of the reduction was assessed.)

A program was initiated to study the language competencies available for the designated positions in the DDO area divisions analyses of SB and NE Divisions is complete.

The results of these studies will contribute directly to restructuring the Language Learning Center Training Program.

This	is	a	continuing	obj	ect	ive.	See	oþj€	ectiv	res	
				the	FΥ	75/76	list	of	OTR	objecti	ves.

25X1

3. Increase professional and substantive expertise and balance to the professional staff of OTR yet within the 5% restrictions cited in Objective 1.

The overall reduction in staff ceiling has been nearer 12%. Planning has been made difficult. The actions specified have taken place and will continue.

4. Reduce OTR's personnel and space by 5% in FY 75.

The failure of the plan for the ALT move was discussed at the last conference with Mr. Brownman. As indicated Milestone 9 in the action plan was invalidated as a result.

The OTR Space Committee has been reactivated to: (1) resolve the ALT problem and (2) develop a plan for handling the proposed COINS training program. Milestone #12, pending action by the Space Committee, has not been achieved.

The remaining personnel related milestones have been overtaken by events.

5. Determine in FY 1974 the extent to which the content of the present Information Science Training Program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

The FY 75 Information Science Training schedule indicates satisfactory achievement of this objective. The schedule reflects required revisions and adjustments.

6. Prepare officers at all career levels to assume increased responsibility involving decision-making and execution of policy, in FY 1974, to be operative in FY 1975, develop new or revise current courses on management training for officers at junior, middle, and senior levels.

A note describing the revision to the Fundamentals of Supervision and Management course is attached. The note also includes a progress report on the Executive Conference.

The Advanced Management Program was initiated. The program has been offered three times on a developmental/ experimental basis. The results are being reviewed and recommendations on the future for the AMP will be forthcoming.

7. Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a

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base, from which requirements of the components for training can be projected to permit OTR to adjust curriculum and staffing to meet those requirements. The system anticipates use of the terminal cluster planned for installation in FY 1975 in the Chamber of Commerce Building for the Support Information Processing System.

This complex objective continues in FY 75 and 76. It has been split into three separate objectives.

The Training Profile portion of the objective has been accomplished. Detailed instructions for the preparation of the profiles have been prepared and forwarded to the Office of Personnel. They will be included in the PDP. Following publication of the PDP, OTR will assist in developing training profiles.

See Item #1 - Topics for Discussion in the memo forwarded to DDM&S for the July 3 Conference. We suggest that the FY 75 Objective might not merit continued attention at the DD-level.

The second part of this objective (part b) suffered a set back when OJCS announced the MAP priorities. OTR's needs were placed in priority three to be dealt with late in 1975. A Problem Analysis Sheet is included in the '74 Objectives Milestone sheets.

Until OJCS can respond, we are developing requirements for revision to the Agency Training Record system. Particular (AIR) focus is on the External Training portion of the system.

Objective for FY 75/76 continues the ATR effort.

OTR will, through use of the Information Science Staff (on a time available basis), develop comparatively small internal projects leading ultimately to a data base (See The cost data and the course data folder projects described under Objective 2 above are examples of the kinds of tasks to be undertaken by these internal efforts. (If time permits, the one-month Information Science Training Program for OTR employees will be discussed.)

8. Develop a program performance evaluation system to be operative in FY 1975, for the continued evaluation of ongoing OTR programs to determine if objectives are being met, and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

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The milestones for this objective are the dates for the OTR Management Conferences. The underlying assumption is an MBO System supporting performance evaluation in preparation for the Management Conferences.

OTR completely overhauled its MBO System in February 1974. While the revised system has worked reasonably well, we believe a thorough review is appropriate. A review is scheduled for this fall.



Paga <u>39</u> of <u>47</u>

## OBJECTIVE AND ACTION PLAN FISCAL YEAR 19\_\_

ACCOUNTABLE OFFICER(S); 1\_\_\_\_\_

#2 Examine the training activities of the Office of Training on the basis of cost effectiveness.		A.E. 3  OVERALL EVALUACIONA (Circle Cae)
NTUS REPORT FOR MONTHS OF: April - June 1974		<u> </u>
MILESTONES	Scheduled Completion Date   (Day, Month, Year)	Accest Completion Date (Day, Month, Year)
1. Complete development prototype cost model for OTR.	December 1973	December 1973
2. Test the cost model.	January 1974	January 1974
3. Revise the cost model and begin collecting course	April 1974	21 April 1974
cost data.		
4. Adapt OTR cost model to component conducted training.	31 May 1974	31 May 1974
5. Brief Curriculum Committee on scope of the Language	14 December 1973	14 December 1973
Learning Center goals and activities.		
	•	

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		Page <u>39</u> ož <u>47</u>
OBJECTIVE ARE	) ACTION PLAN BAR 19	
ICE -: TRAINING ACCOUNTABLE OFFICER (S	DTR	RESOURCES REQUIRED:
Examine the training activities of the  #2  Office of Training on the basis of cost effectiveness.	•	\$ 60,000 · (
TUS REPORT FOR MONTHS OF: April - June 1974		(Circle One)
9 Part Strones	• 	
MILESTONES	Scheduled Completion Date (Day, Month, Year)	Accual Completion Units (Day, Month, Year)
. Submit for DTR approval revised LLC goals and responsi-	29 March 1974	29 March 1974
bilities.		<b>(</b>
. Initiate a systematic study of the staffing patterns	February 1974	February 1974
for each DDO language designated position.		•
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### OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974

OFFICE : <u>OTR</u> ACCOUNTABLE OFFICER(S	): C/SRS	RESOURCES REQUIRED:
OBJECTIVE:: Increase Professional and Substantive Expertise and Balance on the Profession Staff of OTR Yet Within the 5% Reduction	nal on.	\$ Negligible A.E.
		OVERALL EVALUATION* (Circle One)
STATUS REPORT FOR MONTHS OF: April - June 1974		÷ = . ÷
MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. Estimate OTR professional staff losses and	31 October 1973	25 October 1973
gains through 30 June 75		
2. Conduct review of ongoing and needed actions to augment professional staff through:	28 December 1973	18 December 1973
a. internal adjustments within OTR		
b. lateral transfers from other Agency		
Components		
c. CT Candidates		·

<sup>\*</sup>If overall evaluation is either  $\frac{a}{r}$  or  $\frac{d}{r}$ , please complete Problem Analysis Sheet.

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OBJECTIVE AND FISCAL YEA		
OFFICE : OTR ACCOUNTABLE OFFICER(S)	C/SRS	RESOURCES REGUIRED:
CRIECTIVE:: Increase Professional and Substantive Expertise and Balance on the Professional Staff of OTR Yet Within the 5% Reduction	nai on.	\$ A.E
STATUS REPORT FOR MONTHS OF: April - June 1974		OVERALL EVALUATIONS (Circle One)
MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Data (Day, Month, Year)
d. External recruitment		
3. Plan assignment changes and external training	28 February 1974	28 February 1974
programs to be undertaken in 1974 by profes-		
sional staff personnel		(
4. Assure that adequate budgetary provisions are	28 February 1974	28 February 1974
made for external training of professional		
staff		
5. Review staff augmentation plans in light of	29 March 1974	25 March 1974

\*If overall evaluation is either a or 7, please complete Problem Analysis Sheet.

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Convidential, (When Filled In)

Page 7 of 26 OBJECTIVE AND ACTION PLAN FISCAL YEAR 19 74 OFFICE ACCOUNTABLE OFFICER(S): RESOURCES REQUIRED: Increase Professional and Substantive OBJECTIVE:: Expertise and Balance on the Professional Staff of OTR Yet Within the 5% Reduction. (Circle One) \* STATUS REPORT FOR MONTHS OF: April - June 1974 Scheduled Completion Date MILESTONES Actual Completion Date (Day, Month, Year) (Day, Month, Year) FY 75 ceiling reductions and projected personnel and organizational changes. Undate 1974 assignment and external training 30 April 1974 30 April 1974 plans for professional staff personnel Conduct comprehensive review of ongoing and 28 June 1974 28 June 1974 needed actions to augment and realign professional staff, taking into account projected losses, gains, training plans, and reassignments \*If overall evaluation is either 2 or 7, please complete Problem Analysis Sheet.

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OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974 ACCOUNTABLE OFFICER(S): OFFICE Increase Professional and Substantive OBJECTIVE:: Expertise and Balance on the Professional #3 Staff of OTR Yet Within the 5% Reduction. (Circle One) April - June 1974 STATUS REPORT FOR MONTHS OF: Scheduled Completion Date Actual Completion Date MILESTONES (Day, Month, Year) (Day, Month, Year): Update estimate of OTR professional staff 30 September 1974 losses and gains through 30 June 1975 31 October 1974 Revise OTR T/O to reflect FY 75 Ceiling ·Adjustments 10. Plan assignment changes and external train-31 January 1975 ing programs to be undertaken in 1975 by professional staff personnel 28 February 1975 11. Assure that adequate budget provisions are

\*If overall evaluation is either ? Or 7, please complete Problem Analysis Sheet.

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CONFIDENTIAL (When Pirled In)

Page 9 of 25 OBJECTIVE AND ACTION PLAN . FISCAL YEAR 1974 OFFICE ACCOUNTABLE OFFICER(S): RESCURCES REQUIRED: OBJECTIVE:: Increase Professional and Substantive Expertise and Balance on the Professional Staff of OTR Yet within the 5% Reduction. ∄3 (Circle Gna) STATUS REPORT FOR MONTHS OF: April - June 1974 Scheduled Completion Date Actual Completion Date MILESTONES (Day, Month, Year) (Day, Month, Year) made for external training of professional staff Review staff augmentation plans in light 12. 30 April 1975 of FY 76 ceiling adjustments and projected personnel and organizational changes

\*If overall evaluation is either  $\frac{4}{7}$  or  $\frac{7}{7}$ , please complete Problem Analysis Sheet.

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Page 10 of 26 OBJECTIVE AND ACTION PLAN :

	FISCAL YEAR	19_74	
OFFICE : OTR	ACCOUNTABLE OFFICER(S):	SRS	RESOURCES REQUIRED:
#4  STATUS REPORT FOR MONTHS OF:  Ap	nd Space by 5% in FY 75	<b>&amp; *</b>	Negligible  A.E.  OVERALL EVALUATIONS  (Circle Gae)
MILESTONES		Scheduled Completion Date (Day, Month, Year)	Actual Completion Sate (Day, Month, Year)
1. Identify possible staff position	s that could be cut	31 August 1973	" 3 August 1973
in FY 75			
2. Establish Task Force to survey o	urrent and projected	30 September 1973	14 September 1973
· space requirements			. (
3. Estimate OTR staff losses and ga	ins through	31 October 1973	25 October 1973

30 June 1975

4. Identify tentatively those employees who may

become surplus as result of FY 75 position cuts

. CONFIDENTIAL (When Filled In) 25 October 1973

31 October 1973

<sup>\*</sup>If overall evaluation is either 2 or 7, please complete Froblem analysis Sheet.

(When Filled In)

Page 11 of 26 OBJECTIVE AND ACTION PLAN . FISCAL YEAR 1974 ACCOUNTABLE OFFICER(S): Reduce OTR's Personnel and Space by 5% in STATUS REPORT FOR MONTHS OF: April - June 1974 Scheduled Completion Date Actual Completion Date HILESTONES (Day, Month, Year) (Day, Month. Year) 5. Submit work order for move of Clerical Faculty 30 November 1973 · 14 November 1973 from Ames Building to C. of C. 6. Complete move of Clerical Faculty to C. of C. 31 January 1974 18 December 1973 Determine number of and identify staff positions 31 March 1974 28 February 1974 (at least 13) to be cut in FY 75 to achieve 5% reduction 8. Plan move of ALT from Rosslyn to Hqs. Bldg. (or to 31 March 1974 See Issue #2 C. of C. if Hqs. space is not available)

\*If-overall evaluation is either 4 or 7, please complete Problem Analysis Sheet.

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Page 12 of 26 OBJECTIVE AND ACTION PLAN FISCAL YEAR 19 74 OFFICE ACCOUNTABLE OFFICER(S): SRS RESOURCES REQUIRED: Reduce OTR's Personnel and Space by 5% in FY 75 #4 STATUS REPORT FOR MONTHS OF: Scheduled Completion Date Actual Completion Data. MILESTONES (Day, Month, Year) (Day, Month, Year) Complete move of ALT to Hos. (or C. of C.) Invalid milestone as discussed 30 April 1974 in last Management Conference 10. Update estimate of OTR staff losses and gains 30 June 1974 30 June 1974 through 30 June 1975 · Identify and report those employees to be declared 30 June 1974 30 June 1974 surplus as result of FY 75 position cuts 12. Update survey of current and projected space See item 4 on Review 30 June 1974 of FY 74 Objectives requirements Plan actions to reduce space by 5% (at least 3,800) 31 August 1974 \*If overall evaluation is either or p, please complete Problem Analysis Sheet.

CONTYPENTENT (When Filled In)

Page 13 of 26 OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974 ACCOUNTABLE OFFICER(S): STATUS REPORT FOR MONTHS OF: Scheduled Completion Date Actual Completion Data MILESTONES (Day, Month, Year) (Day, Month, Year) Review progress in space reduction efforts and 31 January 1975 plans as necessary Review actions taken to reduce personnel and ceiling to assure that goals will be met while at same time maintaining proper organizational and staff balance Assure that personnel and space reductions have been 30 April 1975 initiated to do so

\*If overall evaluation is either  $\frac{9}{7}$  or  $\frac{7}{7}$ , please complete  $\frac{1}{2}$  oblem Analysis Sheet.

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### OBJECTIVE AND ACTION PLAN - FISCAL YEAR 19 74

OFFICE : OIR ACCOUNTABLE OFFICER(S	): C/FTD	RESOURCES REQUIRED:
Determine in FY 1974 the extent to white content of the present information scients training program should be revised to the intelligence information systems in the intelligence in the	ence support	\$ 30,000 A.E. 3
and the Community in FY 1975.		OVERALL EVALUATIONS (Circle Cae)
STATUS REPORT FOR MONTHS OF: April - June 1974		
MILESTONES	Scheduled Completion Date   (Day, Month, Year)	Actual Completion Pate (Day, Month, Year)
1. Construct and forward questionnaires for	30 November 1973	30 November 1973
circulation at office level in CIA and to		
DIA and NSA concerning program direction and		
requirements for FY 1975		<b>(</b>
2. Construct and forward "feedback" question-	15 December 1973	15 December 1973
naires to all students who completed program	s .	
in FY 1973		
3. Receive responses from both offices and students	1 February 1974	1 February 1974

\*If overall evaluation is either 4 or 7, please complete Problem Analysis Sheet. .

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OBJECTIVE AND ACTION PLAN FISCAL YEAR 19 74 RESOURCES REQUIRED: C/FTD ACCOUNTABLE OFFICER(S): Determine in FY 1974 the extent to which the content of the present information science training program should be revised to support the interrigence information systems in CIA and the Community in FY 1975 #5 OVERALL EVALUATIONS (Circle Cne) April - June 1974 · STATUS REPORT FOR MONTHS OF: Actual Completion Data Scheduled Completion Date (Day, Month, Year) (Day, Month, Year) MILESTONES See Issue #1 1 March 1974 Present findings and recommendations to DTR 1 April 1974 1 April 1974 Submit curriculum for FY 1975

\*If overall evaluation is either # or 7, please complete Problem Analysis Sheet.

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#### OBJECTIVE AND ACTION PLAN FISCAL YEAR 19 74

	•	•	••		
OFFI	CE :	OTR	ACCOUNTABLE OFFICER(S)	: FID	RESOURCES REQUIRED:
# 031E0	CTIVE:: 6	(Junior, Middle, visory and manage larly those invol	ficers at all career levels and Senior) to assume sumer- rial responsibilities, parti- ving decision-making and cy, via the modification of	cu-	\$ <u>24,000</u> A.E. <u>1,0</u>
STATU	JS REPOR	existing courses courses.	or the establishment of new April - June 1974		Circle One)
	ni.	ESTOMES		Scheduled Completion Date (Day, Month, Year)	Actual Completion Sate (Day, Month, Year)
1.	a) Ana	lysis in depth of t	he pilot rumning of the	a) 19 October 1973	19 October 1973
	Advance	d Management Course	, and b) recommendations	b) 17 December 1973	17 December 1973
	for rev	isions of content i	n accordance with an already		
	establi	shed schedule.	•		
2.	The Fund	damentals of Superv	ision and Management Course	13 May 1974.	13 May 1974
	will be	reviewed and revise	ed as necessary. Materials	in ef	
			policies and practices will		
	DO INCAY	morated			

\*If overall evaluation is either or r, please complete reoblem Analysis Sheet.

(When Filled In)

Page <u>17</u> of <u>26</u> OBJECTIVE AND ACTION PLAN . FISCAL YEAR 19 74 OFFICE ACCOUNTABLE OFFICER(S): OBJECTIVE:: Better prepare officers at all career levels (Junior, Middle, and Senior) to assume super--#6 visory and managerial responsibilities, particularly those involving decision-making and execution of policy, via the modification of existing courses or the establishment of new courses. STATUS REPORT FOR MONTHS OF: April - June 1974 Scheduled Completion Date Actual Completion Date MILESTONES (Day, Month, Year) (Day, Month, Year) Research the Executive Conference Concept and 28 June 1974 28 June 1974 design a program for implementation in FY '75.

\*If overall evaluation is either 4 or 7, please complete robblem Analysis Sheet.

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#### OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974

ACCOUNTABLE OFFICER(S):

Peginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort of systematic career development of its employed (a) by assisting heads of the major component in developing prototype training profiles for categories of their personnel, and (b) by developing an information system, using OTR's computerize training records as a base April - June 1974	Loward es ts tkey veloping	OVERALL EVALUATION:  (Circle One)
MILESTONES	Scheduled Completion Date (Day, Month, Year)	Acqual Completion Data (Day, Month, Year)
(a) 1. Submit to DD/MGS proposed plan for implementing	30 September 1973	30 September 1973
development by Deputy Directors of training profiles		
for their careerists.		
Ascertain in collaboration with the Deputy Directors,	31 March 1974	The 31 March date is no longer valid because of a
definitions of categories of personnel for whom		revised action plan. The new action plan will be
training profiles will be developed.		submitted as part of the carry-over DD-level objec-
3. Provide assistance to individuals in the directorates	30 June 1974	tive for training profiles. The 30 June 1974 date remains
who have responsibility for developing training	* * * * * * * * * * * * * * * * * * * *	Valid.

<sup>\*</sup>If overall evaluation is either 4 or 7, please complete repblem Analysis Sheet.

(When Filled In)

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#### OBJECTIVE AND ACTION PLAN . FISCAL YEAR 1974

OFFICE :	UIK	ACCOUNTABLE OFFICER(	S): C/PDS		RESOURCES REC	UIRED:
#7	end of IY 1975, sur systematic career of (a) by assisting I in developing profit	74, to be operative by the opert the Agency's effort development of its employed leads of the major component of the profiles for personnel, and (b) by detem, using OTR's computering a base.  April - June 19	to ard es nts r key	<b>, e</b>	SA.E.  OVERALL EVALU  (Circle Co	
MILI	TS TO MES		Scheduled Comp (Day, Month		Actual Completi (Day, Month,	
internal a	and external training	ng opportunities and				
records of	f training.)					
(b) 1. Initiate d	discussion with QUCS	S Task Force to outline	31 May 197	4	See next page	2
OTR's obje	ective(s) in develop	oing a data base.				(
	R's requirements to		30 June 19	74	See next page	
retrieve i	information required	wing of training data to I by OTR to establish a	To be coordina	ted with CJCS		
requiremen	nts of Deputy Direct	ing and to respond to	10			
	to complete training rectorates.	ng profiles for personnel	***************************************			

\*If overall evaluation is either or 7, please complete Problem Analysis oncet.

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			Page of
	PROBLEM ANALYSIS SHEET		
FOR MONTHS OF	Apri1 - June	, FY 19 74	
OFFICE & : OTR			
OBJECTIVE #87 : See Attached			
OVERALL EVALUATION: 2 Or (Circle One)			

MILESTONE(S)	PROBLEM DESCRIPTION (Including Effect n Objective)	AC	CTION
# 1 b	MAP priorities announced by QJCS precluded		Raconmend I
	achieving this milestone. The effort will		
			·
	be carried over to a FY 75 objective.		
	1		
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OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974 OFFICE ACCOUNTABLE OFFICER(S): C/PDS Beginning in FY 1974, to be operative by the OBJECTIVE:: end of FY 1975, support the Agency's effort toward #7 systematic career development of its employees (a) by assisting heads of the major compenents in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training STATUS REPORT FOR MONTHS OF:

April - June 1974 Scheduled Completion Date MILESTONES Actual Completion Usta (Day, Month, Year) (Day, Month, Year) Test the programs and recommend action to Director Depends on (3) above. of Training.

\*If overall evaluation is either 9 or 7, please complete Problem Analysis Sheet.

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#### PROBLEM ANALYSIS SHEET

		FOR MONTHS OF	April - June		, FY 19	74
OFFICE	\$	OTR		•	1. <u>.</u> .	
OBJECTIVE	#7 :	See Attached				
/ERALL EV	ALUATION:	$\frac{n}{2}$ or $\frac{1}{2}$ (Circle One)		•		·

	PROBLEM DESCRIPTION	ACT	IOM
MILESTONE(S)	(Including Effect on Objective)	Underway/Completed	Recommend DD/M
	1. Had hoped that initiative for this new		
	approach would come from the Management		
	Committee. That did not happen.		
	2. During October the OTR Career Development		•
	Office met with the DDO and DDM&S Senior		
	Training Officers. There were no definitions		
	of training categories developed although		-
	considerable interest and willingness to		
	ccoperate was expressed. (DFO proceeding		
	with profiles of GS-13s, due June 15)		
	3. In the meantime, QJCS (MAP) conducted a		
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#### PROBLEM ANALYSIS SHEET

	FOR MONTHS OF	April - June	 FY 19 <u>74</u>
OFFICE &	OTR		
OBJECTIVE #7 : S	ee Attached	•	
/ERALL EVALUATION: £	or # (Circle One)		

	PROBLEM DESCRIPTION	ACTION					
MILESTONE(S)	(Including Effect on Objective)	Underway/Completed	Recommend DD/M				
	approach but recommended deferring OJCS partici-						
	pation until prototype profiles were developed.						
	4. In January assign to PDS/OTR ar OTR officer						
	to follow up on actions already initiated.						
	5. At this time the 30 June 74 target is consi-		· /				
	dered valid although interim milestones have						
	slipped. Will verify at the next Management						
	Conference.						
		·					
		·					
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#### OBJECTIVE AND ACTION PLAN FISCAL YEAR 1974

ACCOUNTABLE OFFICER(S):

#8 Develop a program performance evaluation  System to be operative in F1 1975 for the continued evaluation of engoing OTR program to determine if objectives are being met an to permit continuing identification of marg programs and activities which can be curtain or eliminated.  STATUS REPORT FOR MONTHS OF: April - June 1974	inal led	S meglicible  A.E. OVERALL EVALUATIONS  (Circle One)  ± = ± ±	.(
5X1 NILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Eate (Day, Month, Year)	-
Language Learning Center; Intelligence Institute:	January 16 1974	See Topic #2	
SAVOT; Functional Training Division	January 17 1974	January 1974	
Carcer Training Staff; Chief, Services & Registration	January 18 1974	Tanuama 1074	7
Staff; Chief, Plans & Development Staff		January 1974	
5X1			
Language Learning Center; Intelligence Institute	"Fébruary 20-1974	February 1974	
SA/OT; Functional Training *If overall evaluation is either 4 or 7, please complete r	February 21 1974	February 1974	

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OBJECTIVE AND ACTION PLAN

FISCAL YEAR 1974 OFFICE ACCOUNTABLE OFFICER(S); DTR Develop a program performance evaluation OBJECTIVE:: system to be operative in FY 1975 for the continued evaluation of ongoing OTR programs, to determine if objectives are being met and to permit continuing identification of marginal #8\_ programs and activities which can be curtailed. or eliminated. STATUS REPORT FOR MONTHS OF: April - June 1974 Scheduled Complexion Date MILESTONES Actual Completion fata (Day, Month, Year) (Day, Month, Year) Career Training Staff; Chief, Services & Registration February 22 1974 Staff; Chief, Plans & Development Staff February 1974 anguage Learning Conter; Intelligence Institute March 21 1974 March 1974 SA/OT; Functional Training March 22 1974 March 1974 Career Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff March 23 1974 March 1974

\*If overall evaluation is either 4 or 7, please complete repblem Analysis Sheet.

(When Filled In)

OBJECTIVE AN	D ACTION PLAN	
FISCAL Y		
FFICE : OTR/PDS ACCOUNTABLE OFFICER(	S): DTR	RESOURCES PROUIDED:
BJECTIVE:: Develop a program performance evaluation  #8 System to be operative in FY 1975 for the continued evaluation of ongoing GTR programs to determine if objectives are being met and to permit continuing identification of margin programs and activities which can be curtain or eliminated.	nal	\$ A.E.  OVERALL EVALUATIONS (Circle One)
TATUS REPORT FOR MONTHS OF: April - June 1974		;··· <u>*</u> = <u>\$</u> <u>£</u>
MILESTONES	Scheduled Completion Date (Day, Month, Year)	Accust Completion Fata (Day, Month, Year)
	The state of the s	(24/3
Language Learning Center; Intelligence Institute	April 25 1974	
Language Learning Center; Intelligence Institute  SAVOT; Functional Training		April 1974 April 1974
SA/OT; Functional Training Career Training Staff; Chief, Services & Registration	April 25 1974	April 1974 April 1974
SA/OT; Functional Training	April 25 1974 April 26 19/4	April 1974
SA/OT; Functional Training Career Training Staff; Chief, Services & Registration	April 25 1974 April 26 19/4	April 1974 April 1974
SA/OT; Functional Training Career Training Staff; Chief, Services & Registration	April 25 1974 April 26 19/4	April 1974 April 1974
SA/OT; Functional Training Carcer Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff	April 25 1974  April 26 1974  April 27 1974	April 1974 April 1974 April 1974

# AGENDA Management Conference - Office of Training 1:30 PM - 4 April 1974

- 1. Summary review of accomplishments toward achieving FY 1974 objectives:
  - a. FY 74 Objective -- ahead of schedule:

Objective 3 - Increase professional and substantive expertise and balance on the professional staff OTR yet within a 5% personnel reduction.

Milestone #5 was met 4 days ahead of schedule.

b. FY 74 Objectives -- on schedule:

Objective 1	- Prov	<u>vide tra</u>	<u>i</u> ning	sup	port	equiva	$a1\epsilon$	ent	to	at	1eas	st.	that
provided in	FY 73		stude	ent	days)	with	a	red	luct	ion	in	st	aff
personnel.													

student days than 31 March 1974.

Objective 2 - Examine the training activities of the Office on the basis of cost effectiveness.

Objective 4 - Reduce OTR's personnel and space by 5% in FY 75.

- 1) First 7 milestones have been met on schedule.
- 2) Milestones 8 and 9 are addressed in OTR issue item (2) Space.
- 3) Milestones 13-16 continue in FY 75.

Objective 5 - Determine in FY 74 the extent to which the content of the present information science training program should be revised to support the intelligence information system in CIA and the Community in PY 75.

OTR issue item (1) COONS Training will address OTR findings.

Objective 6 - Better prepare officers at all career levels to assume supervisory and managerial responsibilities....

Objective 8 - Develop a program performance evaluation system to be operative in FY 75....

Agenda item 3.b. addresses this objective.

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c. FY 74 Objective -- hehind schedule:

Objective 7 - Develop prototype training profiles for key categories of personnel in each Directorate and develop an information system, using OTR's computerized training records as a base.

Milestone 2 not met. The action plan for this objective is being restated and the objective will carry over into FY 75.

- 2. EEO. Status report on OTR's meeting its Office CY 74 EEO Affirmative Action Plan and OTR's responsibilities re the Agency CY 74 Affirmative Action Plan.
- 3. Suggested topics from OTR:
  - a. Priority and content of new OTR-level objectives.
  - b. Status report on the implementation of an MBO system.
  - c. Additional DCI-level objectives with potential impact on OTR.
- 4. Issue: DCI objective re MBO training for operating officials and their key managers.

Background: Work has already begun within OTR, CRS, some with OMS and NPIC.

Questions: Have arrangements begun to be worked out with Office of the Comptroller on their role in achieving this objective?

Shou1d	the DD/MGS offer this Directorate's operating
officials and their	key managers (or a selected number of them)
as a starting place	in FY '74 for implementing this DCI objective?
Can be	gin the program in FY 74 within the DD/MGS?

#### CURRENT OTR-LEVEL OBJECTIVES

1. Provide training support equivalent to at least that provided in FY 1973 (estimated student days) with a reduction of 2.34% in staff personnel from FY 1973.

Of some interest: we are meeting the projected number of student days \_\_\_\_\_ but not the projected number of classes (160). Actual number of classes offered during this reporting period is 131. Indicates larger number of students per class.

2. Examine the training activities of the Office of Training on the basis of cost effectiveness.

C/LLC submitted revised LLC goals and responsibilities to DDTR.

3. Increase professional and substantive expertise and balance on the professional staff of OTR yet within the 5% reduction.

Review conducted by Pers/OTR.

4. Reduce OTR's personnel and space by 5% in FY 75.

Proposed dropping this objective in FY 1975. A new OTR objective will review personnel needs. Note para. 2 of OTR memo to DDM&S Plans for comments on space reduction.

5. Determine in FY 1974 the extent to which the content of the present information science training program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

Briefing for DIMGS Monday, April 1, by C/ISTS indicated extent of required revision of info. science training.

6. Better prepare officers at all career levels (Junior, Middle, and Senior) to assume supervisory and managerial responsibilities, particularly those involving decision-making and execution of policy, via the modification of existing courses or the establishment of new courses.

Progress on FSM and Exec. Conf. is satisfactory. No milestone to report at this conference.

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7. Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base.

Impetus of Personnel Development Plans (PDP) and Affirmative Action Plans (AAP) have overtaken OTR's more modest objective for Training Profiles. Working now toward correlating OTR efforts with O/P. This accounts for revised action plans. New DTR objective carries through Cal 1974.

8. Develop a program performance evaluation system to be operative in FY 1975 for the continued evaluation of ongoing OTR programs, to determine if objectives are being met and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

See Topics suggested for discussion, item 2.

#### Topics Suggested for Discussion

- 1. Priority and Content of New OTR-Level Objectives
  - a. OTR priorities via a handout
  - b. An added objective for CIP
  - Management Training (received from DDMAS). This objective is most logically a unit level objective within OTR. Progress in this area is routinely reported via the Weekly Report (MBO sessions in CRS, NPIC, DDSAT; ISTP Course for Finance Officers, EEO Training, etc.). Suggest continuing the present reporting pattern and deleting objective from the DD-level list.
  - d. If recommendation is approved, there will be 12 DD-level objectives for OIR.
- 2. Status Report on the Implementation of an MBO System in OTR

Progress has been good. Unit level objectives and effectiveness reviewed by DTR and DDTR with each Unit Chief.

All OTR Units have developed effectiveness areas and objectives.

Plans for extending MBO System to remaining levels are nearly complete. Expect that all members of the office will be "trained" and have effectiveness areas established and objectives stated by the end of May.

Action plans for all objectives through the Unit level in OTR will be complete by the end of April.

3. Additional DCI-Level Objectives with Potential Impact on OTR

alerted us to additional objectives. Have not seen them yet.

Issues Relating to Accomplishment of Operational Objectives

### 3. HUMINT Training

Have no specifics yet.

#### 1. COINS Training

This problem will be handled separately (Monday, 1 April). No more than a general reference to the problem here.

The specific short-term problems are:

- a. Possibility of overburdened space says this can be hendled -- assuming no conflicts with other units.)
- b. Split (AM & PM) use of terminals. There is a reasonably high probability of down time in the Commo lines. With split use, down time leads directly to access problems. If AM users don't get access, they run into PM users.
- c. Problems resulting from interagency data bases.
  - -- Security
  - -- different terminals
  - -- different languages
  - -- different file structures
- d. Since this is Community training, it gets attention beyond its significance. Need for good support from Commo, OJCS, and Security.

#### 2. Space

Not sure of any significant negative impact from failure of ALT move to Chamber of Commerce Building. Point is that a considerable number of man-hours went into planning ALT move. Need for more comprehensive, communicative space planning. Had OTR been in better touch with space planners or vice versa, this waste might have been avoided.

Space for COINS training seems to be on the verge of becoming a problem. OTR's large classrooms are in use slightly more than 55% of the training days available. An examination of classroom scheduling reveals that about 25% of the open time results from partial utilization. (A class ends on Thursday resulting in Friday being counted an "open" day.)

### OTR LEVEL OBJECTIVES Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

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<b>1.</b>	Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.	INNOVATION STRATEGY
2.		ORGANIZATIONAL DEVELOPATENT INNOVATION
)3.	Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes.	LVALUATION
4.	Examine the training activities of the Office of Training on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.	EVALUATION
6.	Establish a Media Center in the Headquarters Building by the end of FY 75, contingent upon the acquiring of space, to provide Macilities for the Self-Study Program, the University of Manyland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related	INNOVATION INPACI
6	Design, in IY 75, and implement, by the end of IY 76, plans to increase the effectiveness and efficiency of the teaching and testing of foreign language skills.	EVALUATION INNOVATION
76	By the end of FY 75, establish a systematic plan for collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.	COVERAGE FORECASTING
59	Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required.	COVERAGE FORECASTING EVALUATION
9 \$	By the end of CY 75, conduct a thorough review of OTR's pro- fessional competence and devise a long-range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.	ORGANIZATIONAR PEVELOPMENT
10 \$	Complete by the end of CY 74 training profiles for the major career paths in each Directorate.	COVERAGE FORECASTING
11		25X1 ORGANIZATIONA DEVELOPMENT
128	By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the	EVALUATION STAT
130	By the end of FY 75, in conjunction with the Office of Finance, develop tutorial services and domail courses of instruction in	INNOVATION ORGANIZATION DEVELOTMINA

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DEVELOPMENT